

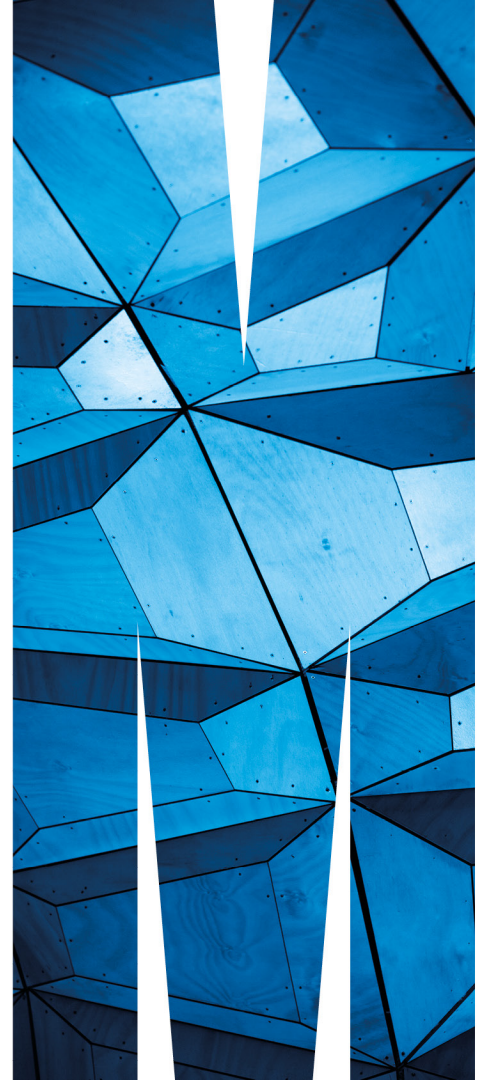
**2022 ANZAM Conference**

# **Publishing Impactful Review Articles in Top-tier Journals: Tips and Strategies**

**Herman Tse**

## Seminar Outline

1. Rationale Behind the Review Article
2. Conceptual Definitions of Key Constructs
3. Dominant Theoretical Frameworks
4. Fundamental Challenges
5. Future Research Directions



## Leader–Member Exchange and Emotion in Organizations

Herman H. M. Tse, Ashlea C. Troth, and Neal M. Ashkanasy

The Oxford Handbook of Leader-Member Exchange (*Forthcoming*)

*Edited by Talya N. Bauer and Berrin Erdogan*

Subject: Psychology, Organizational Psychology

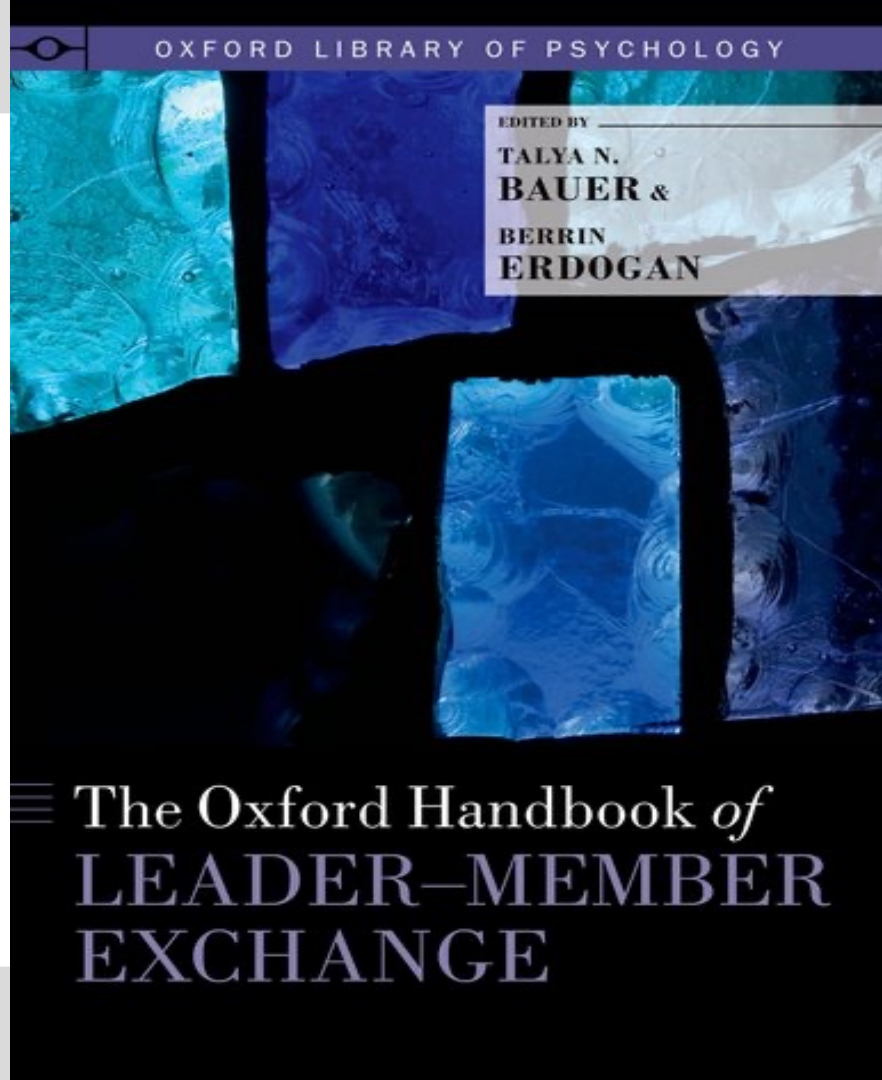
Online Publication Date: Aug  
2014

DOI: 10.1093/oxfordhb/9780199326174.013.15

### Abstract and Keywords

Although there is now an established literature to support the basic idea that emotions are inherent in social exchange processes between leaders and followers, research exploring the role of emotions in the formation and maintenance of leader-member exchange (LMX) relationships remains underdeveloped. In this essay, the authors begin by establishing the background and importance of this line of research. The essay then proceeds in three stages. In the first, they review the underlying theories used in the literature to study the implications of emotions-related constructs for LMX development. Second, they address three key areas important for improving understanding the nexus of LMX and emotion: (1) LMX and emotional intelligence, (2) LMX and discrete emotions, and (3) LMX and emotional labor. Finally, they discuss the challenges of the extant research and identify avenues for future research.

Keywords: leader–member exchange, emotions, emotional intelligence, emotional labor



# Rationale Behind the Review Article (1)

## Academic perspective

- **New and emerging frameworks and methodologies**
- **Lack of a comprehensive review and systematic analysis available to consolidate the literature**
- **Addressing the theoretical and methodological challenges**

# Rationale Behind the Review Article (2)

## Personal perspective

- **More calls for proposals on review issues in the JAP, JOM, JOB and LQ**
- **Attracting a good citation rate**
- **Fulfilling my personal esteem**
- **Using the review paper as an exercise for doctoral students' training**

# Call for Integrative Conceptual Reviews

The *Journal of Applied Psychology*<sup>®</sup> editorial team invites prospectus submissions that describe a proposed integrative conceptual review (ICR) manuscript on topic areas relevant to human resource management, industrial and organizational psychology, and organizational behavior.

An ICR article should be designed to synthesize relevant literature, identify significant knowledge gaps, highlight potential synergies between disconnected lines of research, extend theoretical development, and propose new directions for research.

Examples of the type of papers that are of interest include articles published in the *Annual Review of Psychology*, *Psychological Science in the Public Interest*, the *Journal of Management* review issue, the *Academy of Management Annals*, and top-tier handbooks.

## Instructions

An ICR prospectus can be submitted anytime via the *Journal of Applied Psychology* submission portal.

The prospectus will consist of:

- The Submission Checklist (available on the journal portal);
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# INTEGRATIVE CONCEPTUAL REVIEW

## Job Embeddedness: A Multifoci Theoretical Extension

Kohyar Kiazad  
Monash University

Brooks C. Holtom  
Georgetown University

Peter W. Hom  
Arizona State University

Alexander Newman  
Monash University

Integrating the expanding job embeddedness (JE) literature, in this article we advance a multifoci model of JE that is theoretically grounded in conservation of resources (COR) theory. From COR theory, we posit that employees' motivation to acquire and protect resources explains why they become embedded and how they behave once embedded. Our COR-based JE model highlights contextual antecedents that clarify how employees become embedded within different foci. Its multifoci theoretical lens also illustrates how different forms of work-focused embeddedness differentially affect work outcomes and how they interact with nonwork foci to influence those outcomes. Along with directions for further research, we further discuss theoretical and practical implications of our integrative formulation.

*Keywords:* job embeddedness, conservation of resources, turnover, work performance

**Journal of Management  
2023 Review Issue  
Call for Proposals**

The editorial team of the Journal of Management would like to invite authors to submit proposals for the 2023 Review Issue. Articles for the Review Issue are high-impact scholarly surveys of important research literatures. They summarize recent research, provide integrations of management literatures, and highlight important directions for future inquiries. The Review Issue is open to all areas of management, including such disciplines as strategy, entrepreneurship, human resource management, organizational behavior, organizational theory, and research methods.

Proposals should be submitted between June 1, 2021 and July 1, 2021 (midnight EST) via the Journal of Management's online submission portal at the following page:

<http://mc.manuscriptcentral.com/jom>

(please be sure to select Review Issue as the submission type).

Please note that proposals may NOT be submitted until June 1, 2021.

Proposals should be double-spaced and include no more than seven pages of text. References, tables, and appendices do not count against this page limit. All proposals will be subject to editorial review. Please do not send complete papers - if you have a draft of your paper, you may note that in the proposal.

Submissions will be evaluated with respect to the following criteria and successful proposals tend to speak to these criteria:

- **Relevance.** The proposed manuscript should thoroughly review a significant and important research area within the organizational sciences.
- **Viability.** The proposal should represent an achievable project within the tight time constraints required. More detail on the timeline is provided below.
- **Scope of Interest.** Papers of broad interest to scholars in a variety of specialty areas are greatly preferred.



# Control Variables in Leadership Research: A Qualitative and Quantitative Review

Jeremy B. Bernerth

*San Diego State University*

Michael S. Cole

*Texas Christian University*

Erik C. Taylor

*Louisiana State University*

H. Jack Walker

*Auburn University*

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*Statistical control of extraneous (i.e., third) variables is a common analytic tool among leadership researchers. While such a strategy is typically assumed to prove beneficial, it can actually introduce various complications that are underestimated or even ignored. This study investigates and summarizes the current state of control variable usage in leadership research by qualitatively and quantitatively examining the use of statistical control variables in 10 highly regarded management and applied psychology journals. Despite available “best practices,” our results indicate that control variable usage in existing leadership studies is rarely grounded in theory but instead frequently relies on outdated misconceptions. Moreover, a meta-analysis of the relationships between popular control variables and leadership constructs finds nearly universal weak effect sizes, suggesting that many studies may not only be losing valuable degrees of freedom but also making inferences based on biased parameter estimates. To address these issues, we put forth a number of recommendations to assist leadership scholars with determining whether potential third variables should be controlled for in their leadership research.*

**Keywords:** leadership; statistical control; nuisance; covariate; research methodology; survey

# Call for Proposals

Journal of Organizational Behavior

***Annual Review and Conceptual Development Issue (ARCDI)***

*Submission Window: December 8<sup>th</sup> - 23<sup>rd</sup> 2022*

Submissions to the *JOB Annual Review and Conceptual Development Issue* are now invited for consideration. We welcome targeted reviews of the scientific literature which make a contribution to our understanding of the topic of interest, and highlight significant gaps that require future development of new theory, research methods, and empirical work. We invite both quantitative (e.g. meta-analysis, citation analysis) and qualitative reviews of the literature.

In addition to descriptive review articles, we also invite integrative reviews and conceptual development papers for consideration. Integrative reviews go beyond descriptive reviews by bridging scholarly work across different theories, domains, and disciplines, in order to make new theoretical contributions. Conceptual development papers propose new theoretical relationships between focal constructs; these papers will offer propositions and are likely to display the proposed linkages in a figure. The goal of these integrative reviews and conceptual development papers is to broaden our thinking and to inspire future empirical investigations.

**Background**



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THE JOB ANNUAL REVIEW

## Sexual harassment training effectiveness: An interdisciplinary review and call for research

Mark V. Roehling  Jason Huang

First published: 8 January 2018 [Full publication history](#)

DOI: 10.1002/job.2257 [View/save citation](#)

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### Summary

Although sexual harassment (SH) training is widespread, has many important consequences for individuals and organizations, and is of demonstrated interest to researchers across a wide range of disciplines, there has never been a comprehensive, interdisciplinary attempt to identify and systematically evaluate relevant research findings. This article addresses that need in the literature. It discusses the legal context of SH training and its relevance to research issues, provides an organizing framework for understanding the primary factors influencing SH training effectiveness, critically reviews empirical research providing evidence of the effectiveness of SH training, and sets forth a research agenda.

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Call for Proposals: The Leadership Quarterly Yearly Review (LQYR) for 2024

25 January 2022

## Call for Proposals: The Leadership Quarterly Yearly Review (LQYR) for 2024

Kevin B Lowe, Yearly Review Editor  
University of Sydney Business School

The Leadership Quarterly seeks proposals for the 2024 LQYR; historically, these articles are high-impact and important contributions to the success of the journal. Eligible topics are broadly defined to include theory, research, and practice in the field of leadership. Manuscripts may include (a) systematic literature reviews or meta-analyses ([refer to the guidelines published in Page et al., 2021, pp. see also: <http://prisma-statement.org/PRISMAStatement/Checklist>](#)); authors doing a review or meta-analysis should ensure that data on which conclusions are based on correctly identified causal results. If data are not causally interpretable a meta-analysis should not be undertaken; in such cases the review must evaluate the quality of the data and make appropriate conclusions on the basis of these data (e.g., [Banks, Fischer, Gooty, & Stock, 2021](#); [Fischer, Tian, Lee, & Hughes, 2021](#); [Gottfredson, Wright, & Heaphy, 2020](#); [Hughes, Lee, Tian, Newman, & Legood, 2018](#)). Manuscripts may also include (b) theoretical integrations, (c) bibliometric studies, (d) reviews of new methodological

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# The Leadership Quarterly

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## Affect and leader-member exchange in the new millennium: A state-of-art review and guiding framework

Herman H.M. Tse<sup>a,\*</sup>, Ashlea C. Troth<sup>b</sup>, Neal M. Ashkanasy<sup>c</sup>, Amy L. Collins<sup>b</sup>

<sup>a</sup> Monash Business School, Monash University, Melbourne, VIC 3145, Australia

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### ARTICLE INFO

#### Keywords:

LMX  
Affect  
Emotions  
Multilevel analysis

### ABSTRACT

The idea that affect plays a key role in leader-member exchange (LMX) processes is not new, but it has become a subject of considerable research attention since the turn of the Millennium. This interest has, however, resulted in a multiplicity of views that have tended to obfuscate rather than clarify the affect-LMX nexus. To deal with this lack of clarity, we conducted a systematic integration of affect-LMX literature published in leading journals since 2000, including the role of personal affectivity, discrete affect, emotional intelligence, emotional labor, and affective climate. We structured our review using a multilevel framework of affect that encompasses five levels of analysis: (1) within-person, (2) between persons, (3) interpersonal, (4) team, and (5) organizational levels; as well as consideration of cross-level effects. We address in particular three fundamental issues that we argue may have hampered the development of the affect-LMX nexus in the literature: theoretical diversity, problems of data analysis, and measurement issues. We conclude by discussing opportunities for future research across the different levels and develop a set of research questions that we hope will help to promote research into the role of affect in LMX.





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# The Leadership Quarterly

Volume 30, Issue 1, February 2019, Pages 111-132



## Servant Leadership: A systematic review and call for future research

Nathan Eva <sup>a</sup> , Mulyadi Robin <sup>b</sup> , Sen Sendjaya <sup>c</sup> , Robert C. Liden <sup>e</sup>

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# The Leadership Quarterly

Volume 25, Issue 1, February 2014, Pages 36-62



## Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives

Jessica E. Dinh, Robert G. Lord, William L. Gardner, Jeremy D. Meuser, Robert C. Liden, Jinyu Hu

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https://doi.org/10.1016/j.leaqua.2013.11.005

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### Abstract

Scholarly research on leadership theory and research in the new millennium has increased over the last decade, resulting in a growing stock of established theories and research. We have conducted an extensive qualitative analysis of 10 top-tier academic publishing outlets that include *Administrative Science Quarterly*, *American Psychologist*, *Journal of Applied Psychology*, *Academy of Management Review*, *Journal of Organizational Behavior and Human Decision Processes*, *Journal of Business Ethics*, *Journal of Management Studies*, *Personnel Psychology*, *Strategic Management Journal*, and *Journal of Business Venturing*. We then combined two existing theories (Lord & Dinh, 2012) to provide a comprehensive framework for the emergence and levels of analysis of leadership theories. We then describe the implications of these findings for leadership research and theory.

**Over 2090 google citations in 8 years, it is the most downloaded and cited article in the LQ**

### Outline

#### Abstract

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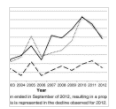
1. Introduction
2. Content analysis methods
3. A process framework for organizing theories of leaders...
4. General discussion
5. Conclusion

Appendix A. Leadership theory coding scheme

#### References

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## Affect and leader-member exchange in the new millennium: A state-of-art review and guiding framework

Herman H.M. Tse<sup>a,\*</sup>, Ashlea C. Troth<sup>b</sup>, Neal M. Ashkanasy<sup>c</sup>, Amy L. Collins<sup>b</sup>

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Conceptual Definition of Key Constructs

# LMX

- Dansereau, Graen and Haga (1975) first introduced the notion of LMX (originally called “vertical dyad linkage”) as a means to recognize that leaders adopt **different leadership styles** to form relationships with individual subordinates based on their **different needs, attitudes and personalities**.
- LMX suggests that leaders and subordinates develop unique dyadic relationships **over time** as they influence each other and negotiate their roles in their **ongoing interactions** (Dansereau et al., 1975).
- LMX can be viewed as either a process of **reciprocal social exchange** (Blau, 1964) or as a **continuous role making process** (Katz & Kahn, 1978) influenced by the **expectations and needs** of both leaders and subordinates in their relationships (Dansereau et al., 1975).

# Affect, emotions and mood

- Affect can be conceptualized as **trait affect** (i.e., enduring affective characteristics or core affect) or **state affect** (i.e., current mood and emotions), depending on duration.
- According to Russell and Barrett (1999), trait or core affect embodies **“the most elementary consciously accessible affective feelings that need not be directed at anything”** (p. 806). State affect varies over time within-person.
- Similar to Kelly and Barsade (2001) and Ashforth and Humphrey (1995), we define affect as a **subjective feeling state**. This broad definition includes both **emotion** (i.e., more intense, object-oriented) and **mood** (i.e., more diffuse, not object-oriented).

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# Searching Methods

# Search Procedures

- Used databases, including **Web of Science, PsycINFO, Scopus, ABI-Inform, and Google Scholar.**
- Restricted our search to articles published since 2000 and only included those in quality journals that **conjointly** looked at LMX and affect
- Added both empirical and theoretical articles to our databases sequentially, searching first for **“emotion”** (130 articles identified), then **“affect”** (30), **“affective events theory”** (21), **“appraisal theory”** (6), **“emotions as social information”** (5), **“emotional contagion”** (1), **“affective tone”** (0), and **“affective climate”** (6).
- After filtering for **“A\*”** or **“A”** journals (as ranked by the Australian Business Deans Council; ABDC) with a Clarivate Analytics Web of Science **2-year impact factor >1.50.**

Table 1. Articles on LMX and affective constructs in top-tier journals: 2000-onwards

Journal	Impact Factor	Articles Published
<i>Academy of Management Annals</i>	9.741	1
<i>Academy of Management Journal</i>	6.233	3
<i>Academy of Management Review</i>	7.288	2
<i>Annual Review of Organizational Psychology and Organizational Behavior</i>	4.478	1
<i>Asia Pacific Journal of Management</i>	2.135	2
<i>Australian Journal of Management</i>	1.400	1
<i>Emotion Review</i>	4.730	1
<i>European Journal of Work and Organizational Psychology</i>	2.208	3
<i>Frontiers in Psychology</i>	2.463	1
<i>Group and Organization Management</i>	1.904	2
<i>Human Relations</i>	2.619	1
<i>Human Resource Management</i>	1.798	2
<i>Human Resource Management Review</i>	2.236	1
<i>International Journal of Hospitality Management</i>	2.061	2
<i>International Journal of Human Resource Management</i>	1.262	4
<i>Journal of Applied Psychology</i>	3.810	5
<i>Journal of Business and Psychology</i>	2.250	4
<i>Journal of Business Ethics</i>	1.837	5
<i>Journal of Business Research</i>	2.129	1
<i>Journal of Management</i>	6.051	3
<i>Journal of Occupational and Organizational Psychology</i>	2.059	3
<i>Journal of Occupational Health Psychology</i>	2.000	1
<i>Journal of Organizational Behavior</i>	2.986	4
<i>Management and Organization Review</i>	3.277	2
<i>Motivation and Emotion</i>	1.612	1
<i>Organizational Behavior and Human Decision Processes</i>	2.805	1
<i>Personality and Individual Differences</i>	1.946	1
<i>The Leadership Quarterly</i>	2.938	21
<i>Work &amp; Stress</i>	2.467	1

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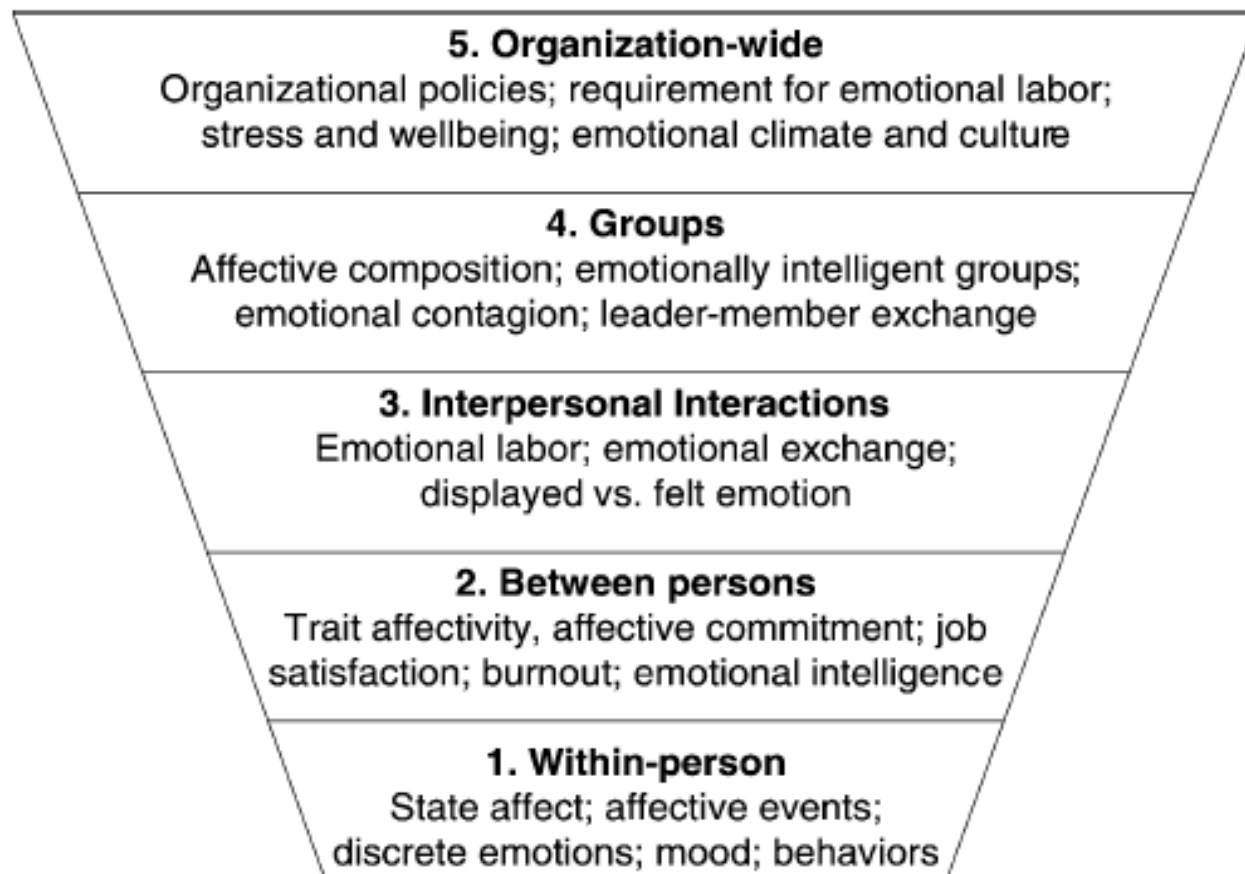
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# Multilevel Model of Emotions: The Organizing Framework

# Multilevel Model of Emotions (1)



*Fig. 1. Five Levels of Emotions in Organizations.*



# Multilevel Model of Emotions (2)

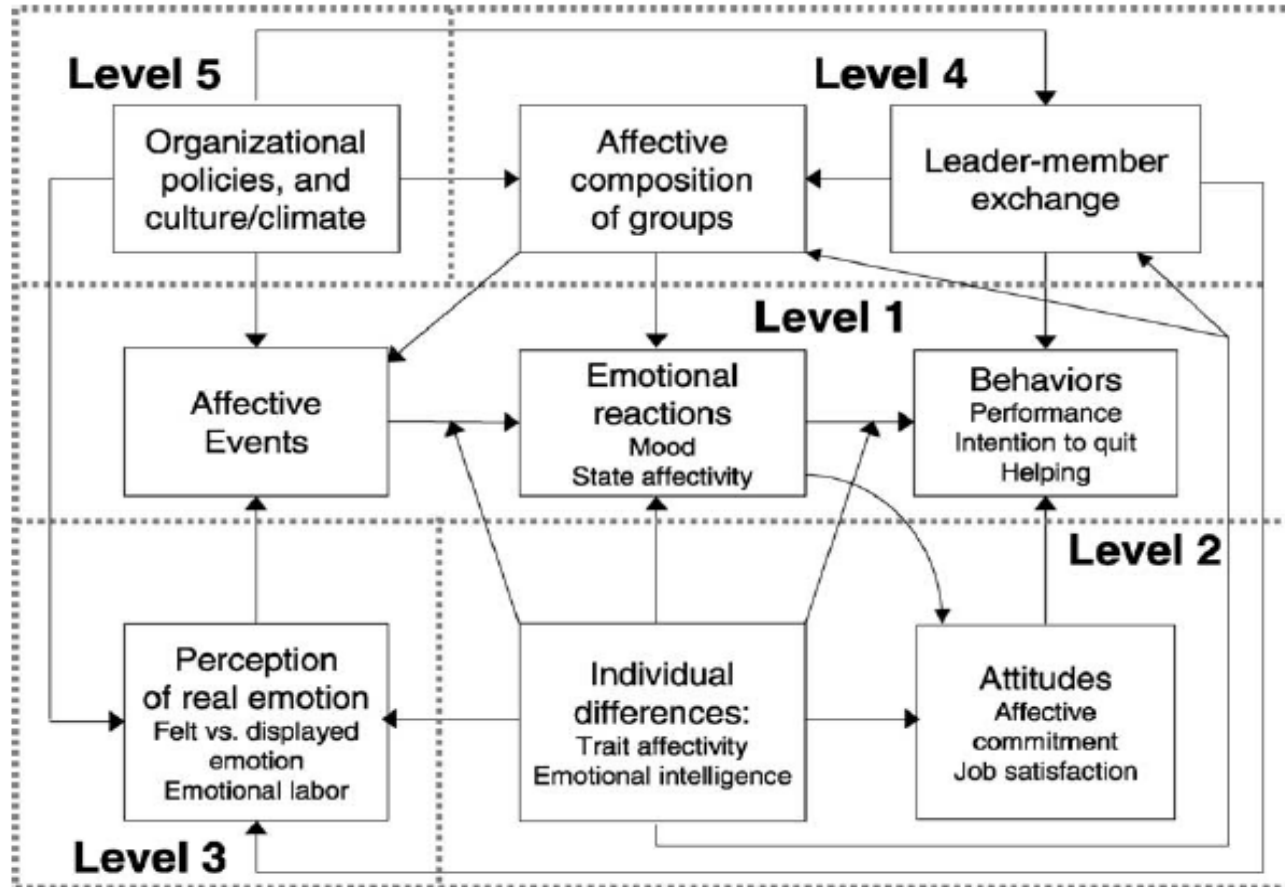


Fig. 6. A Multi-Level Model of Emotions in Organizations.



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**Dominant Theoretical Frameworks**

# Dominant Theoretical Frameworks (1)

- **Affective events theory (AET)** is a psychological model designed to explain the connection between emotions and feelings in the workplace and job performance, job satisfaction and behaviors (Cropanzano, Dasborough, & Weiss, 2017).
- **Affect Theory of Social Exchange (ATSE)** explains how and why affect is produced within a social exchange relationship – involving a leader and a follower in the instance of this review (Lawler, 2001).
- **Emotional cognition theory (ECT)** posited that individuals “catch” or transfer the emotions of others unconsciously and unintentionally. The theory is often applied to explain affect transfer within dyads (e.g., Fujimura, Sato, & Suzuki, 2010) and groups (e.g., Collins, Lawrence, Troth, & Jordan, 2013).

## Dominant Theoretical Frameworks (2)

- **Appraisal Theory of Emotion (ATE)** suggests that emotions are extracted from our evaluations (appraisals or estimates) of events that cause specific reactions in different people. The appraisal of a situation causes an emotional response that is going to be based on that appraisal.
- **Emotions as Social Information (EASI)** explains the way individuals consciously seek to regulate their emotional states in response to their perceptions of others' emotional states and displays. The model is a cognitive appraisal process, whereby members actively interpret and utilize their leader's emotional displays in order to determine their own emotional reactions to the leader (van Kleef (2008, van Kleef et al., 2009)

Table 2. Main theoretical frameworks, LMX & affective factors; and example publications

Theory	Level of Analysis	Factors in LMX & Affect Research	Number of Articles	Example Studies
Affective Events Theory (AET: Weiss & Cropanzano, 1996)	Within-person	LMX, followers' affect, humor	4	Ballinger & Schoorman (2007); Koopmann et al. (2016)
	Between persons	LMX, leaders' emotional expressions, leaders' affect, followers' affect, followers' expressed hostility	4	Ashkanasy (2002); Dasborough (2006); Elfenbein (2007); Medler-Liraz & Kark (2012)
	Interpersonal	LMX, LMX similarity, follower EI, leader EI, followers' contempt	2	Clarke & Mahadi (2016); Tse et al. (2013)
	Team	-	0	-
	Organizational	-	0	-
	Multilevel	LMX, trait affect, EI, emotional competencies, emotional expressiveness, emotional contagion, affective climate	6	Ashkanasy & Dorris (2017); Ashkanasy & Humphrey (2011); Cropanzano et al. (2017); Dasborough et al. (2009); Gooty et al. (2010); Rajah et al. (2011)
Social Exchange Theory; Affect Theory of Social Exchange (Lawler, 2001)	Within-person	-	0	-
	Between persons	LMX, EI, affect, justice, psychological contract violation, affective commitment, affectivity, envy, interpersonal affect, leaders' emotion regulation, leaders' emotion management strategies, followers' emotional masking	13	Chen et al. (2012); Colquitt et al. (2013); Dahling et al. (2012); Dulac et al. (2008); Dulebohn et al. (2012, 2017); Fisk & Friesen (2012); Greguras & Ford (2006); Hochwarter (2005); Kim et al. (2010); Little et al. (2016); Loi et al. (2009); Xu et al. (2014)

	Interpersonal	LMX, LMX agreement between leaders and followers, LMX dissimilarity between followers, leader EI, follower EI, follower affectivity, sympathy, envy, contempt	6	Brower et al. (2000); Clarke & Mahadi (2016); Davis & Gardner (2004); Lam et al. (2016); Richards & Hackett (2012); Sin et al. (2009)
	Team	LMX within-team differentiation, affective team commitment, leaders' affect	2	Bernerth & Hirschfeld (2016); Le Blanc & Gonzalez-Roma (2012)
	Organizational	-	0	-
	Multilevel	LMX, congruence in emotional stability, emotion-focused coping, guanxi, EI similarity between leaders & followers, workplace friendship, affective climate	5	Bernerth et al. (2008); Major & Morganson (2011); Nie & Lamsa (2015); Sears & Holmvall (2010); Tse et al. (2008)
Emotional contagion/affective climate (Hatfield et al., 1992)	Within-person	LMX, humor	1	Roberts & Wilibanks (2012)
	Between persons	LMX, leaders' affect, followers' affect, follower hostility, emotional intelligence, workplace friendship, affective climate	4	Lieu et al. (2007); Medler-Liraz & Kark (2012); Newcombe & Ashkanasy (2002)
	Interpersonal	-	0	-
	Team	-	0	-
	Organizational	-	0	-
	Multilevel	LMX, trait affect, emotional intelligence, workplace friendship, negative emotions, organizational cynicism, affective climate	6	Ashkanasy & Dorris (2017); Ashkanasy & Humphrey (2011); Cropanzano et al. (2017); Dasborough et al. (2009); Humphrey et al. (2016); Tse et al. (2008)

Cognitive Appraisal Theory (Lazarus, 1991); Appraisal Theory (Scherer et al., 2001)	Within-person	LMX, followers' affect	1	Ballinger & Schoorman (2007)
	Between persons	LMX, affective commitment, follower affect	2	Dulac et al. (2008); Elfenbein (2007)
	Interpersonal	-	0	-
	Team	-	0	-
	Organizational	-	0	-
	Multilevel	LMX, emotions, emotional competencies	1	Gooty et al. (2010)
Emotions As Social Information (EASI) model (van Kleef, 2009); Affect as information theory	Within-person	-	0	-
	Between persons	LMX, followers' affect, followers' perception of leaders' affect, leaders' hostility, sympathy, compassion	2	Liu et al. (2017)
	Interpersonal	LMX, leaders' hostility, sympathy, compassion	1	Methot et al. (2017)
	Team	-	0	-
	Organizational	-	0	-
	Multilevel	LMX, emotions, emotional competencies, followers' workplace loneliness, leader compassion	2	Gooty et al. (2010); Peng et al. (2017)



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## Different Forms of LMX and Affect Across Multiple Levels



# Affect and LMX-Related Constructs

- Specific topics within our review include the role of affect-related constructs such as **personal affectivity, discrete affect, emotional intelligence (EI), emotional labor (EL), and affective climate** in LMX development and maintenance processes at different levels of analysis.
- Specific topics within our review also include role of LMX-related constructs such as **LMX, relative LMX, LMX similarity, LMX social comparison and LMX differentiation** at different levels of analysis

*Table 3. Summary of LMX and affect-related constructs research in top-tier journal from 2000- onwards*

<b>Level of Analysis</b>	<b>LMX Dimension/s</b>	<b>Affect Dimension/s</b>	<b>Example Studies</b>
Within-person	Overall LMX, Negotiation latitude	Expressed emotion, trait affect, affective reactions, mood, affective wellbeing, humor	Ballinger & Schoorman (2007); Ballinger et al. (2009, 2010); Koopmann et al. (2016); van den Heuvel et al. (2015)
Between persons	Overall LMX, Negotiation latitude, the Liking dimension of LMX	Expressed affect, trait affect, feeling envied, forgiveness, hostility, emotional intelligence, emotional exhaustion, workplace friendship, psychological contract violation, affective commitment, emotion regulation, emotional management strategies	Antonakis et al. (2009); Chen et al. (2012); Cheng et al. (2012); Dasborough (2006); Lin et al. (2016); Loi et al. (2009); Pundt & Venz (2017); Schaubroeck & Shao (2012); Schermuly & Meyer (2016); Schyns et al. (2005); Skakon et al. (2010); Tse & Dasborough (2008); Xu et al. (2014, 2015); Zacher et al. (2014)
Interpersonal	LMX, LMX dissimilarity, RLMX	Contempt, trait affect, interpersonal affect	Clarke & Mahadi (2016); Lam et al. (2016); Tse & Ashkanasy (2015); Tse et al. (2012)
Team	LMX differentiation	Experienced affect, affective commitment to organization, affective commitment to team, team morale	Bernerth & Hirschfeld (2016); Le Blanc & Gonzalez-Roma (2012); Naidoo et al. (2011)
Organizational	-	-	-
Multilevel	LMX, LMX differentiation	Emotional stability, emotional exhaustion, compassion, loneliness, emotional intelligence, affective climate	Dasborough et al. (2009); Gooty et al. (2010); Hunter et al. (2007); Nie & Lamsa (2015); Peng et al. (2017); Rajah et al. (2011); Tse et al. (2008)

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# Fundamental Challenges

# Fundamental Challenges (1)

## 1. Misalignment between theory, measurement, and analysis

Krasikova and LeBreton (2012) conducted a comprehensive review of dyadic constructs published between 2007 and 2010, and reported that “only **12% of 164** studies adopted an appropriate level of theory, measurement, and analysis to capture dyadic relationships between two parties”.

Gooty et al. (2012) demonstrated that “misalignment between theory and measurement occurred in **68%** of the 163 multilevel LMX studies reviewed” and that “up to **86%** of the 111 reviewed articles of such misalignment occurred” (p.1095).

Table 4. Summary of the measurement methods used for LMX and affect research at different levels in top-tier empirical papers from 2000 onwards

Measurement Method/s for LMX and Affect-Related Constructs							
Level of Analysis	LMX	N	%	Affective Construct	N	%	Total Papers
Within-person	Self-report (follower)	4	100%	Self-report (follower)	4	100%	4
Between persons	Self-report (follower)	33	92%	Self-report (follower)	29	81%	36
	Self-report (leader)	3	8%	Self-report (leader)	4	11%	
				Observer-report (supervisor rating follower)	1	3%	
				Observer-report (follower rating supervisor)	5	14%	
				Objective observer rating follower	1	3%	
Interpersonal	Self-report (followers)	4	57%	Self-report (follower)	4	57%	7
Team	Self-report (follower & leader)	3	43%	Self-report (follower & leader)	1	14%	3
	Self-report (followers: differentiation)	2	67%	Self-report (followers: aggregated)	1	33%	
	Self-report (leader)	1	33%	Self-report (leader)	1	33%	
				Self-report (follower & leader)	1	33%	
Organizational	-	-	-	-	-	-	-
Multilevel	Self-report (follower)	3	60%	Self-report (follower)	3	60%	5
	Self-report (followers: differentiation)	1	20%	Self-report (follower & leader)	2	40%	
	Self-report (leader)	1	20%				

# Fundamental Challenges

**2. Data dependence**

**3. Measurement and construct validity**

Table 5. Comparison of measurement of follower-centric and leader-centric major LMX scales and major affect-related constructs in top-tier

journals from 2000 onwards

LMX scale	Information	Rating perspective	Within person	Between persons	Interpersonal	Team	Multilevel	Total
LMX-7	Unidimensional, items pertain to respect, trust, obligation (Graen & Uhl-Bien, 1995)	Follower-rated	4	14	4	-	1	23
		Leader-rated (mirrored)	-	3	-	-	1	4
LMX-MDM	Multidimensional with four dimensions: affect, loyalty, contribution, professional respect (Liden & Maslyn, 1998)	Follower-rated	-	5	2	1	1	9
		Leader-rated (mirrored)	-	-	2	-	-	2
Affective scale	Information		Within person	Between persons	Interpersonal	Team	Multilevel	Total
PA/NA	Measure of global positive affect and negative affect, either state or trait (Watson et al., 1988); Job-related affective wellbeing (Van Katwyck et al., 2000)	Follower self-rated	3	8	2	-	-	13
		Follower rating leader	-	1	-	-	-	1
		Leader self-rated	-	2	1	1	-	4
EI	Measure of the emotional intelligence of individuals (Schutte et al., 1998; Wong & Law, 2002)	Follower self-rated	-	4	1	-	1	6
		Leader self-rated	-	1	-	-	1	2
		Leader rating follower	-	1	-	-	-	1
Emotion regulation/management	Measures of the emotion regulation and emotion management behaviors of followers and leaders (Grandey, 2003; Gross & John, 2003)	Follower self-rated	-	4	-	-	-	4
		Follower rating leader	-	3	-	-	-	3

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## Future Research Directions



# Future Research Directions (1)

1. **Dynamic Temporal Approaches** - quality in a static and absolute manner, rather than in dynamic and relative terms (cf. Day & Miscenko, 2015; Lord et al., 2017)
2. **Organizational-Level Moderators** - our review revealed a dearth of research looking at organizational-level factors that influence the relationships between LMX and affect-related constructs.
3. **Objective Measures of Affect-Related Constructs** - in the use of objective measures in affect research, (e.g., neurophysiological measures, hormones, brain imaging), none of this seems to have been translated to the research linking LMX and affect.

# Future Research Directions (2)

1. **Specific (not Global) Aspects of LMX and Affect** - We found that most of the studies examined global measures of affect (e.g., PA or NA or EI) and of LMX (as a total score)
2. **Misspecification across Theory, Measurement, and Analysis** - this is a common problem in multilevel research (see Gooty et al., 2012; Schriesheim et al., 1999) and has the potential to become problematic in the existing and future research. This is especially because LMX is now recognized as operating in multiple levels of an organization (Henderson et al., 2009).

Table 6. Suggestions for future research

Level of Analysis	Research Questions and Imperatives
Within-person	<p data-bbox="330 124 745 157">Momentary affective variation</p> <ol data-bbox="353 168 1875 506" style="list-style-type: none"><li data-bbox="353 168 1721 200">1. How does the momentary fluctuation of followers' affect influence followers' LMX perception?</li><li data-bbox="353 206 1653 239">2. How does the momentary fluctuation of leaders' affect influence leaders' LMX perception?</li><li data-bbox="353 244 1875 321">3. Which specific momentary positive affective states (e.g., excitement, pride, content, and enthusiasm) play a role in daily LMX development across time?</li><li data-bbox="353 326 1875 402">4. Which specific momentary negative affective states (e.g., upset, worry, fear and disappointment) play a role in daily LMX development across time?</li><li data-bbox="353 408 1856 473">5. Does high-arousal positive affect influence daily LMX relationships more than low-arousal positive affect across time?</li><li data-bbox="353 479 1856 506">6. Does high-arousal negative affect influence daily LMX more than low-arousal negative affect across time?</li></ol>
Between persons	<p data-bbox="330 517 1103 550">Relative variance accounted for by individual differences</p> <ol data-bbox="353 561 1875 790" style="list-style-type: none"><li data-bbox="353 561 1450 594">7. How does emotional intelligence influence the stages of LMX development?</li><li data-bbox="353 599 1315 632">8. How does emotional labor affect the stages of LMX development?</li><li data-bbox="353 637 1634 670">9. How do emotional intelligence and emotional labor interact to predict LMX development?</li><li data-bbox="353 675 1808 752">10. How does emotional intelligence interact with personality traits (e.g., big-five personality) to influence LMX?</li><li data-bbox="353 757 1808 790">11. How does emotional labor interact with personality traits (e.g., big-five personality) to influence LMX?</li></ol> <p data-bbox="330 801 996 834">The role of affective states in LMX development</p> <ol data-bbox="353 845 1875 1076" style="list-style-type: none"><li data-bbox="353 845 1846 877">12. How do discrete forms of positive affect (e.g., excitement, pride, content, or enthusiasm) influence LMX?</li><li data-bbox="353 883 1789 916">13. How do discrete forms of negative affect (e.g., upset, worry, fear or disappointment) influence LMX?</li><li data-bbox="353 921 1866 954">14. Does high-arousal positive affect have a stronger positive impact on LMX than low-arousal positive affect?</li><li data-bbox="353 959 1885 992">15. Does high-arousal negative affect have a stronger negative impact on LMX than low-arousal negative affect?</li><li data-bbox="353 998 1808 1074">16. How does the experience of asymmetric positive and negative affect (e.g., nervousness and excitement) predict interpersonal interactions of supervisors and subordinates?</li></ol>

## Interpersonal

### Actor-partner independence model (APIM)

17. Do the supervisor-subordinate dyad member's personal characteristics (e.g., positive/negative affectivity) influence his/her perception of LMX, and the other member's perception of the same LMX?
18. Do the supervisor-subordinate dyad members' personal characteristics (e.g., emotional intelligence) influence their ratings of LMX to an equal degree?
19. Do dyad supervisor-subordinate members' characteristics interact in affecting their ratings of an LMX relationship/interaction?

### One-to-many model (OWM)

20. What are the sources of variability (e.g., supervisor affect, subordinate affect) in dyad members' ratings of their LMX?
21. What characteristics of a leader and his or her subordinate (e.g., affective experience) influence the leader's perception of LMX with other subordinates, and also the other subordinates' ratings of their LMX with their leader?
22. What are the factors (e.g., leader's affect) that interact with the subordinate's role in impacting the focal person's ratings of LMX?

### Social relations model (SRM)

23. How do differential LMX relationships influence each subordinate's affective reactions to other coworkers in different dyads?
24. To what extent does the similarity of LMX experienced by two subordinates influence their positive affect toward each other in a dyad?
25. To what extent does the dissimilarity of LMX experienced by two subordinates influence their negative affect toward each other in a dyad?

## Team

### Team processes of LMX

26. How can affective climate emerge from a set of different LMX relationships that members have formed with the leader in a workgroup?
27. How do social exchange processes shape shared perceptions or collective cognitions of affective activities and their relationships within the workgroup?
28. Is it possible for a highly respected and influential member, who is not a high-LMX member, to spread positive or negative affect more easily and quickly than another high-LMX member in a workgroup?
29. How does team-level emotional intelligence interact with LMX differentiation to influence LMX development?

### Team-level measurement

30. How does team-level emotional intelligence form and emerge from members with different LMX relationships in a workgroup?
31. How does team-level emotional regulation form and emerge from members with different LMX relationships in a workgroup?

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## Organizational

### Organizational affective influences on the development of LMX

32. How do social exchange processes and networks shape organizational affective climate?
33. How do organizational emotional display rules influence LMX networks?

### Organizational practices and events

34. How do particular HRM practices within organizations influence the relationship between organization-level affect and LMX networks?
35. How do significant organizational change events (e.g., CEO succession, major innovation, restructuring) influence the relationship between organizational-level affect and LMX networks?

### Organization-level measurement

36. How does organization-level affective climate form and emerge from members with different LMX quality?
37. How is the complexity of LMX networks in organizations best captured?

# General Principles for Review Articles

- **Look for an appropriate topic of interest**
- **Justify how the proposed review is different from others**
- **Make sure the sample size of conceptual and empirical articles is relatively large**
- **Potential areas to cover in the review:**
  - **Conceptual diversity**
  - **Dominant theoretical frameworks**
  - **Methodological challenges**
  - **Future research directions**



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**Thank you very much!**

**Questions and Answers**

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